

Workforce Planning/Knowledge Management & Transfer

Personnel Cabinet – Office of Governmental Services Center

Overview – “What?”

Workforce planning is the systematic process for identifying and addressing the gaps between the workforce of today and the human resource needs of tomorrow. It provides the foundation for strategic human resource decisions.

Benefits of Workforce Planning:

- Improves organizational responsiveness, effectiveness & efficiency
- Retains critical skills
- Staffs critical positions
- Facilitates knowledge transfer
- Focuses employee development & training
- Makes realistic staffing projections for budgeting

Conducting a Workforce Analysis – “Why?”

There are two steps in conducting the workforce analysis:

The **Workforce Demand** forecast identifies the future workforce needed to carry out the agency's mission. The focus of this step should be on the *work* the agency must perform and on the *staff* needed to perform that work. In this step, identify the current work functions being performed, future or new functions that will need to be performed, and how the work will be performed in order to achieve the goals of your strategic plan. You may also identify current functions which will not be necessary in the future due to changes in technology or responsibility in providing specific services.

The **Workforce Supply** analysis focuses on an agency's existing and future workforce supply. It answers the question, “What is the existing profile of the current workforce, and what does it need to be in the future to accomplish the agency's goals and objectives?” Once the work functions that must be performed have been determined, identify the staffing, or workforce, needed to perform those functions. Focus on defining the competencies (i.e., knowledge, skills, and abilities) staff must possess to successfully perform the work. Determine the number of staff with these competencies that your agency will need to accomplish its functions.

Strategies – “How?”

The **Knowledge Management Transfer Plan** has been designed for more in-depth management of knowledge and experience in your organization. It allows you, along with employees, to target the knowledge and expertise that should be shared with staff. It also allows the evaluation of the criticality of the task to the overall mission of the organization.

Before utilizing any Workforce Planning tool, there are a few things to consider:

- Is the organization going to fill the vacant position or reassign the duties?
- Are all the duties of the position still important to the mission of the organization?
- Is there a need to update the position description?
- Will the position change, remain as is, or be eliminated once the employee leaves?

